

UNITED STATES MARINE CORPS
Basic Officer Course
The Basic School
Marine Corps Combat Development Command
Quantico, Virginia 22134-5019

B0326

COMBAT ORDERS I

Student Handout

Introduction. Combat Orders instruction at TBS is a detailed and rigorous package that strives to develop and evaluate a student's ability to arrive at a tactical decision, communicate that decision and execute his plans in a time competitive environment. The focus throughout will be on action. The student's tactical actions and necessary communication for action will be evaluated under the dynamic, chaotic and uncertain lens espoused in MCDP-1. You will be required to brief and/or write numerous combat orders throughout the course. Significant events from the Combat Orders package include:

- Tactical Planning I & II
- Combat Orders I & II
- Combat Orders Discussion Group
- Combat Order Format Exam
- Combat Orders Portfolio. Throughout the instruction, students will be required to write five, detailed combat orders that will be collected, reviewed and critiqued by their staff platoon commanders.
- SandTable Exercises and Field Exercises. Throughout the numerous STEXs and FEXs significant focus will be placed on the tactical decision and effective oral communication of plans.
- Tactical Decision Games. Students will participate in five tactical decision games requiring rapid decision making and oral communication of plans.
- Tactical Decision Making Exam. The Tactical Decision Making Exam is the capstone evaluated event of the Combat Orders package. The exam's emphasis is first and foremost on the decision, and then toward the clear and effective communication of that decision in an uncertain and time-competitive environment.

1. **How to prepare for this lesson**

Read this handout and the attached articles. Be prepared to participate in this class and be evaluated. The combat orders instruction will consist primarily of lectures, a discussion group, and various evaluations. You will be evaluated on your knowledge of and ability to deliver combat orders throughout this course of instruction, both in the field and in the classroom.

2. **Fundamentals**

It is not only the commander's will which is decisive in war, but his manner of expressing that will. Commanders use orders to express their will and translate their decisions into actions. MCRP 5-2-A (Operational Terms and Graphics), defines an order as "a communication, written, oral, or by signal which conveys instructions from a superior to a subordinate. In a broad sense, the term order and command are synonymous. However, an order implies discretion as to the details of execution whereas a command does not." Combat orders are the second step in the three steps of action.

- a. Decision
- b. Communicate
- c. Execute

An experienced combat leader phrased it this way:

The essential thing is action. Action has three stages: the decision born of thought, the order or preparation for execution, and the execution itself. All three stages are governed by the will.

-General Hans Von Seek

In essence, combat orders express the will or intent of the commander. They must be brief, clear, and definite. A decision, however promising, will probably fail if the commander cannot express it in an order.

The stages of action defined above are similar to the famous Boyd cycle--observe, orient, decide, act (OODA) loop. The key point being that the orders process is continuous. It begins when we receive or decide a mission and ends when the mission is complete. **(Never mistake the orders process as merely the development of the order itself.)**

A commander's ability to deliver orders corresponds directly to his tactical skill. If the commander makes an accurate estimate of the situation and arrives at a definite tactical decision, then he typically issues an effective order. Conversely, a commander who

cannot make a decision will not produce an effective order.

Delivering combat orders, like tactical decision making, is an art. To be effective, commanders must frequently practice making decisions and articulating orders. Since orders express the commander's will, they should reflect the personality of the commander. A competent commander avoids highly formalized formats or lengthy order procedures. They limit his flexibility. Often, he must individualize orders to best match the abilities of those who receive it. (For more information on this aspect of combat orders see Von Schell's *Battle Leadership*, pages 11-12.) A commander will provide a more detailed order to inexperienced or unfamiliar subordinates than he would to those with whom he knows and trusts.

Mission tactics are crucial to the art of combat orders. The author of *Battle Leadership* describes them this way:

....we use what we term "mission tactics;" orders are not written out in the minute detail, a mission is merely given to the commander. How it shall be carried out is his problem. This is done because the commander on the ground is the only one who can correctly judge existing conditions and take proper action if a chance occurs in the situation. There is also a strong psychological reason for these "mission tactics." The commander who can make his own decisions within the limits of his mission, feels responsible for what he does. Consequently, he will accomplish more because he will act in accordance with his own psychological individuality. Give the same independence to your platoon and squad leaders.

Of course, there will be situations where more detailed control is necessary and mission orders may not be practical. This is especially true for smaller, less experienced units, or units that have not had time to become cohesive. More detailed control is often applied during peacetime live fire exercises when precision is more important than flexibility. Use mission orders whenever the situation allows. Never assume, however, that they are a license to avoid careful thought or relax discipline.

Sun Tzu says that speed is the essence of war. Orders must also be timely. General Patton's observation "that a good plan violently executed now is better than a perfect plan executed next week" bears repeating. In describing some lessons learned by the U. S. Army in the First World War, General George C. Marshall wrote:

In studying the examples of the orders issued to our troops in France several important points deserve consideration in determining the relative excellence of the orders issued. It is frequently the case that what appears to have been a model order was actually the reverse, and a poorly and apparently hastily prepared order will often be erroneously condemned. Many orders, models in their form, failed to reach the troops in time to affect their actions, and many apparently crude and fragmentary instructions did reach front-line commanders in time to enable the purpose of higher command to be carried out on the battlefield. It is apparent that unless an order is issued in time for its instructions to percolate down throughout the organization sufficiently in advance of an engagement to enable each commander to arrange his unit accordingly, that order is a failure, however perfect it may appear on paper. Our troops suffered much from the delays involved in preparing long and complicated orders due to the failure of the staff concerned to recognize that speed was more important than technique.

According to MCDP 5 *Planning*, "the more urgent the situation, the greater need for brevity and simplicity." Remember that an effective combat order is much more than merely passing information. You must convey your will. **A good order is as much inspiration as information.** The confidence and enthusiasm in which you deliver your order is as important as the order itself.

3. **Types of orders.** Combat orders are distinguished from administrative orders by their purpose, and tactical action. There are several types of combat orders. The most common are the warning order, operation order, patrol order, and fragmentary order. All definitions are from MCRP 5-2-A, Operational Terms and Graphics.

a. A **warning order** is "a preliminary notice of an order or action which is to follow". Its primary purpose is to allow subordinate units to prepare while commanders continue planning or decide on a course of action. It is really nothing more than a heads up. We teach that a warning order must contain four essential elements: the situation, mission, general instructions and special instructions. Don't delay issuing a warning order because you don't have all the information you would like to have. There is an example of a written warning order format in Appendix A of Combat Orders II student handout.

b. An **operations order** is "a directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation." They are used by commanders at all echelons. They are issued orally or in writing. When written they can be only a page or two long or as thick as a phone book. When dealing with small units (squad, platoon, company) these orders are properly referred to by the action they intend. Some examples are attack, defense, withdrawal, or movement orders. You may hear them referred to as five-paragraph orders. Although such a reference is made in at least one doctrinal publication, you will want to be sure to distinguish the action intended by the order from the format used to organize the order. For example, say "attack" and "defense" order instead of five-paragraph order. An overlay order consists of operational graphics outlined on acetate. A matrix order is a method of communicating a written order in concise form. You will probably not see overlay or matrix orders while a student at The Basic School, but you will probably see them used at company and higher levels in the operating forces. Operations orders often have several **annexes** that contain specific details on fire support, communication, heliborne movement, and so forth. Annexes are common in battalion and higher orders, but uncommon in typical platoon attack orders. You will not deal with annexes during the Basic Officer Course.

What you will use during the Basic Officer Course is a version of the five-paragraph operations order format specially adapted for use by companies, platoons, and squads. A copy is attached at Appendix A. The same format is in the latest version of your Commander's Tactical Notebook (MCRP 3-11.1A). There are many variations of this format in different Marine Corps doctrinal and instructional publications, but this is the format you will use while a student here.

c. A **patrol order** is an order given to a patrol. Your instructors will cover patrol orders in Combat Orders II.

d. A **Fragmentary** or “**frag**” order is “an abbreviated form of an operation order, usually issued on a day-to-day basis, that eliminates the need for restating information contained in a basic operations order. It may be issued in sections.” Frag orders are often necessary due to enemy countermoves. Expect frag orders in most operations. Remember “no plan survives contact with the enemy.” Frag orders typically contain the mission (paragraph II) and execution (paragraph III). They also contain any other parts of the order that have changed since you issued the original order. Frag orders are an important technique to keep orders short. In general, Frag Orders contain changes to the previously given orders and consequently the information communicated does not repeat information that remains the same.

4. **The Spectrum of Combat Orders**

Conceptually, just as there is a spectrum of conflict, there is also a spectrum of combat orders. Combat orders come in a variety of forms. They range from a few hasty instructions shouted by a squad leader in the heat of battle to a phone book sized written operations order for a Joint Task Force signed by the Joint Force Commander and every type of combat order in between. Your combat orders instruction at The Basic School is focused at the lower end of the spectrum. That is: concise attack, defend, or patrol orders delivered orally to squads and platoons. Lengthy written orders for company and higher units are beyond the scope of your instruction here.

5. **Formats**

Several nations have agreed to use the format contained in standard agreement (STANAG 2014). Most Marines will recognize it as SMEAC, the five-paragraph operations order format. It is used throughout the U. S. Armed Forces, NATO, and elsewhere overseas. Nearly all types of combat orders are based on all or part of the five-paragraph format. The Basic School version of this format is attached in Appendix A. **Memorize this format. You will be tested on it.** But, never forget that it is the action that follows your order that counts, not the format itself. A short, simple order that conveys your will is superior to a lengthy, complicated order. Do not allow your decision to become lost in a series of paragraphs, subparagraphs, alpha numerics, and acronyms. **Content is always more important than format.**

Standard order formats expedite understanding, prevent omissions, and facilitate ready reference. However, content, clarity, and conciseness are more important than format. Slavishly following a prescribed format can result in rigid form and unimaginative content not consistent with the unique requirements of each situation (MCDP 5, p90).

6. **Some techniques**

a. **Whenever possible give your orders orally, in person.** Much of the communication is nonverbal. You can better communicate to your subordinate leaders in person when you look them in the eye. Written orders are best reserved for larger units whose size preclude oral orders, or when recording operations for historical reasons.

b. **Keep orders short and to the point.** Combat is extremely stressful. Your Marines will probably be exhausted, scared, and either too hot or too cold. Their attention span will be short. They will not listen to orders that are too long or complicated.

c. **In rare occasions, issue your order to all hands.** At the company level and below you may have the opportunity to issue orders to the entire unit at once. This is a good method of communicating your will to all hands. Often the tactical situation will not permit the use of this technique.

d. **Use active voice, direct language that conveys confidence.** Avoid vague terms, qualifiers, or gratuitous phrases. Terms such as “conduct a rehearsal if you can manage it”, “attack vigorously”, “radioman maintain radio communication” only serve to dilute the clarity and energy of your order. Strive to avoid them.

e. **Give subordinate leaders enough time to prepare and issue their own orders.** Use the half rule or one-third rule. For the half rule, divide in half whatever time you have to prepare and issue your order. Use the first half yourself and give the second half to your subordinate leaders. Later in your service, as you assume commands of larger organizations, you may use the two-thirds rule. Divide your available time in thirds. Use one-third yourself. Give the remaining two-thirds of the time to your subordinates to prepare. Orders groups work well in many situations.

f. **Designate an orders group.** Your orders group should contain all your subordinate unit leaders, key billet holders, and the leaders of all attached units. For example, a rifle platoon orders group would contain the platoon sergeant, platoon guide, radioman, squad leaders, and leaders of all attached units. Make sure all members of your orders group know they are in your orders group.

g. **Don't always expect your subordinate leaders to come to you.** Another method of issuing orders is to visit each of your subordinate leaders personally and deliver your order individually. This may be the only method possible if you are under fire.

h. **Use visual aids.** If possible, issue your order on the terrain where you will act. If that is not possible, issue your order over a model, dry erase board, or butcher block paper. If you're in the field you can build a terrain model. You will have the opportunity to build and use terrain models when issuing your orders at The Basic School. You can use wire, string, yarn, colored chalk, laminated index cards and even small plastic toys as means of graphically communicating your order.

i. **Give a short orientation before you begin your order.** Your orientation should cover key terrain, tactical control measures, current location, expected enemy positions, direction of north, direction of attack, and other pertinent information. You can use 3x5 cards with grid coordinates of assembly areas, objectives, targets, and other tactical control measures on them. If you give your subordinate leaders a chance to copy the grids during the orientation, you can shorten your order by not having to dictate the grids. Offer your orders group the opportunity to ask questions about the orientation before you begin your actual order.

j. **Tell your orders group to hold their questions until you have completed your order.** By holding all questions until the end, you eliminate questions that interrupt the flow of your order or may be answered later in the order.

k. **Avoid excessive formality or informality when issuing orders.** Use a natural conversational tone and tempo per the attached examples. There is no need to announce each paragraph and subparagraph when giving your order. You can stay with the format without resorting to this time consuming, excessively formal habit. Similarly, you should never allow your orders to degenerate into a casual dialogue. Your order should convey confidence and authority. Those who hear your order should know that you are giving an order.

l. **Take charge.** Never permit eating, sleeping, talking, or any sort of distraction during your order. Conduct a roll before you begin your orientation to ensure all key personnel are present. Tell subordinate leaders where you want them positioned to receive the order. Insist that they take notes.

m. **Use backbriefs.** Backbriefs are an efficient method of verifying that your order is understood. A backbrief is when you ask questions about your order to those who have just received your order. In Michael Shaara's *Killer Angels* (page 93), Union General Reynold employed the briefback technique effectively on day one at Gettysburg when he gave an order to a captain.

n. **Prioritize your order development.** In combat, time is crucial. You will probably not have time to give as thorough an order as you would like. **As you estimate your situation (METT-T), issue a warning order to allow your unit maximum prep time.** Then work the enemy situation, mission, and execution. Leave less critical portions of your order for last.

o. **Don't read your order.** Naturally, you may refer to notes when delivering your oral order, but you must not read it. Focus on the eyes of the Marines you are about to order into harms way, not your notes. It is difficult to inspire confidence in your decision if you are reading it. If your understanding of the enemy situation is so weak or your scheme of maneuver so involved that you can't brief them without reading, then you probably need to rethink your decision. It is too complex. If possible, issue detailed information like grid coordinates, checkpoints, target numbers, frequencies, and call signs in writing before issuing your oral order. This is not a matter of turning an oral order into a written one, just a technique to keep the order itself focused and

brief. Dictate data only as a last resort. Never dictate your enemy situation, mission, intent, scheme of maneuver, fire support plan, or tasks. Look at your Marines when you give these critical portions of your order.

p. **Tell your Marines why.** Of the who, what, where, when, and why of your mission and task statements, the why is most important. If Marines know why they are acting, they are better equipped to respond to unanticipated situations and fleeting opportunities.

7. **The attached readings**

Appendix A is the format that you will use while at TBS. You will see other versions of this format in other publications and elsewhere in your career.

Appendix B is the Sample Platoon Commander's Order.

Appendix C is the Sample Squad Leader's order (Derived from the Platoon Commander's Order in Appendix B).

Appendix D provides additional guidance for using the five paragraph order format. Remember, not every order will have every item of information mentioned in their appendix.

Appendix E is a schematic that demonstrates how information from higher orders is reformatted in our order. It can be useful when you receive a timely and complete order. It is not much use in a dynamic tactical situation or when the order you receive is obsolete or incomplete.

APPENDIX A

FIVE-PARAGRAPH ORDER FORMAT FOR COMPANY-LEVEL OPERATIONS

A map and/or terrain model orientation is normally given prior to issuing the order.

1. **Situation**

a. Enemy forces

(1) SALUTE (Composition, disposition, and strength), (size, activity, location, unit, time, and equipment).

(2) DRAW-D (Capabilities and limitations to defend, reinforce, attack, withdraw, or delay).

(3) EMPCOA (Enemy most probable course of action which of the capabilities above (DRAW-D) is most likely and/or dangerous).

b. Friendly forces

(1) Higher's mission and intent.

(2) Adjacent unit missions (task and purpose).

- (a) Left
- (b) Front
- (c) Right
- (d) Rear

(3) Supporting unit's (type of support GS, GS, or ATTACH, location, POF).

c. Attachments and Detachments (date and time effective).

2. **Mission**

Task to be accomplished and purpose (who, what, when, where, and why).

3. **Execution**

a. Commander's intent (relative to the friendly/enemy/terrain).

b. Concept of operations

(1) Scheme of maneuver. (Concise, plan to accomplish mission in general terms)

(2) Fire support plan. (Purpose and how it supports SOM, direct and indirect)

c. Tasks (subordinate element missions: main effort, supporting efforts, and reserve). (Includes units attached to you.)

d. Coordinating instructions (identify and discuss instructions that are common to two or more elements).

4. **Administration and Logistics**

a. Administration. (Bad guys, bandages)

b. Logistics. (Beans, bullets, and batteries).

5. **Command and Signal**

a. Signal.

_____b. Command.

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COMBAT ORDERS I

(1) Location of key leaders.

(2) Chain of command (command succession).

Any questions? The time is now_____.

APPENDIX B

SAMPLE PLATOON COMMANDER'S ORDER

GENERAL SITUATION: You are the 1st Plat Cmdr, Company C, 1st Bn, 6th Marines. For the past three days, the enemy has been conducting a series of ambushes along the Bn's Main Supply Route (MSR), Rte 610, in an effort to disrupt our supplies and LOC

ORIENTATION. We are in the AA, here. This intermittent stream is our LD. Our Aslt Pos is here on the N side of this draw. This is CO OBJ A and BN OBJ 1. On call targets are here. Our sector is characterized by cross compartmented terrain with a mix of deciduous and evergreen vegetation throughout. Visibility varies with up to several hundred meters on top of the fingers and down the long axis of major draws. This north-south finger dominates the center of our sector. Route 610 is to our south. Route 644 is our platoon's eastern boundary and this north south stream is to the west. Cannon Creek runs east-west through our sector just south of our tentative Aslt Pos. Any questions on orientation? OK, hold the rest of your questions until the end of the order.

1. SITUATION

A. ENEMY

(1) SALUTE. Platoon (-), hasty-D, vic GC 823671 (Bn Obj 1) --- Also a sqd (+) digging in on the high ground vic GC 816659 (Co Obj A). Elements of the CRF, spotted by Bn scout/sniper team at 0600 this morning. AK-47s, RPK MG's, Light mortars?? Bn S-2 suspects the squad (+) is a forward outpost for the Plat(-).

(2) DRAWD. Defend initially. May reinforce Co Obj A (footmobile) with up to a squad, but would likely take an hour. Positions at Co Obj A and Bn Obj 1 are not currently mutually supporting.

(3) EMPCOA. Squad(+) on Co Obj A will defend but if their pos becomes untenable they'll w-draw to the N and attempt to link up with the Plat(-) on Bn Obj 1. The EN on Co Obj A may have an SP/LP his front, but I believe his focus remains narrow to the S. CRF will target own pos and likely CFF to cover his w-drawl. If we're disorganized in our console, he may use mortars & MG's to support a X-atk..

B. FRIENDLY

(1) Higher

(a) Mission. Our Co is Bn ME. At 1500, Co C will ATD EN vic Co Obj A & Bn Obj 1, IOT deny EN the ability to interfere with our MSR.

(b) Intent. Maintain a secure route for our resupply convoys to travel on the MSR.

(2) Adjacent

(a) There is no one to our front. The scout/sniper team withdrew at 0800 this morning.

(b) 2d plat is currently to our rear and is the Co ME. At 1530, 2d plat will ATD EN vic of Bn Obj 1, IOT deny EN the ability to interfere with our MSR.

(c) 3d plat remains in the Co AA and is the Co Reserve. They are prepared to assume the mission of 2d plat.

(3) Supporting. 81's in GS of Bn loc (805637). POF to Co C, B, then A. 60's in GS of Co loc (815646). POF to 2d plat, 1st, then 3d.

C. ATTACHMENTS/DETACHMENTS - none

2. MISSION. Our plt is a SE. At 1500, 1st plat will ATD EN vic Co Obj A IOT prevent the EN from influencing the ME's atk on Bn Obj 1.

3. EXECUTION

A. COMMANDER'S INTENT. I see the EN CV as his narrow frontal focus. We'll exploit this weakness by effective SptArms & numerically superior force rapidly closing on the EN flank. WE MUST PREVENT THE ENEMY VICINITY COMPANY OBJECTIVE A FROM INTERFERING WITH THE COMP ME ATK ON BN OBJ 1.

B. CONCEPT OF THE OPERATION

(1) Scheme of Maneuver. Flanking attack, 3 squads abreast, 1 as the ME and 2 as SEs, DOA is N. Move from AA to AP...at 1500, we'll LD and travel N to the AsltPos. Vic of AsltPos I'll call for 1 min of supp fire on the obj. As fires lift, we'll assault from E to W through the obj and consol oriented NW. BPT assume mission of Co ME.

(2) Fire Support Plan. Purpose - suppress EN on Co Obj A IOT allow our plat to close with and destroy him. In the vic of the AsltPos, I'll call for 1 min of supp fire on the Obj, (AF2400 at GC 816659). CO has an on-call tgt on Bn Obj 1, (AF2401 at GC 823671).

C. TASKS

(1) 1st SQD. ME. At 1500, ATD the EN center 1/3 Co Obj A IOT prev EN vic Comp Obj A from influencing CO ME atk on Bn Obj 1.

(2) 2d SQD. At 1500, ATD the EN left 1/3 Co Obj A IOT prev EN vic Comp Obj A from influencing ME atk on Bn Obj 1.

(3) 3d SQD. At 1500, ATD the EN right 1/3 Co Obj A IOT prev EN vic Comp Obj A from influencing ME atk on Bn Obj 1.

D. COORDINATING INSTRUCTIONS

(1) DOA - NORTH

(2) TOA- 1500

(3) Base Unit- 1st Sqd

(4) Formations for movement

AA to ATK Pos- Plat Column; order of mvt: 1st, 2d, 3d

ATK Pos to LD to Aslt Pos- Plat Wedge; order of mvt: 1st-center, 2d-left, 3d-right

Aslt Pos to Obj- On Line; order of mvt: 1st-center, 2d-left, 3d-right

(5) Consolidation. Form a plat 180 oriented to the NE. 1st Sqd - center 1/3, 2nd Sqd - left 1/3, 3d Sqd - right 1/3.

Adjacent Sqds tie in physically. Flank Sqds refuse your flanks.

(6) Tactical Control Measures

AA- GC 814646

Atk Pos- GC 814648

LD- intermittent stream running generally NW/SE through GC 814649

Aslt Pos- GC 814656

Co OBJ A- GC 816659

Bn OBJ 1- GC 823671

(7) Time Line

Brief Backs from Sqd Ldrs- 0930

Sqd Ldr's Time(orders/rehearsals/inspections)- 0945

Platoon inspection- 1300

Platoon rehearsals- 1330

Move to Atk Pos- 1430

(8) MOPP Level- 0

4. ADMINISTRATION & LOGISTICS

A. ADMINISTRATION

(1) WIA/KIA: Self aid, buddy aid, Corpsman Aid; urgent or priority cas will evac to the PltSgt who will evac to Co GySgt at the Co AA. Walking wounded during the assault proceed up to Comp Obj A.

(2) EPWs: 5 S & T; evac through the Plat Guide who will evac to Co XO at the Co AA.

B. LOGISTICS

(1) AMMO: 180 rds per M-16. 400 rds per M-249. 8 HE grenades per M-203.

(2) Chow/H2O resup after ME's atk complete. Every Marine LD with basic load.

5. COMMAND & SIGNAL

A. SIGNAL

Call Signs and Freqs: Freq Call Sign

Co Tac- 37.95 A1T

1st plat- L1T

2d plat- B2A

3d plat- C6E

Wpns plat- Y7H

Bn Tac- 42.25 R5B

Inf Mort Net- 46.50 V3C

The CEOI will be carried in the radio operator's left breast pocket.

Consolidate: (Primary) - Green Star Cluster (Alternate) - whistle and voice

Cease Fire: Primary- White Star Parachute (Alternate) - messenger and voice

Challenge & Password: SPIT/ TREE Running: Taco Bell Alt: 7

B. COMMAND

Co Cmdr, 1st Sgt will be with 2d plat; Co XO, GySgt with 3d plat

Plat Cmdr will be with 1st sqd; Plat Sgt will be with 2d sqd; Plat Guide will be with 3d sqd

Succession of Command: 1st sqd ldr, Plat Sgt, Plat Guide, 2d sqd ldr, 3d sqd ldr.

Time is now 0900. Are there any questions?

APPENDIX C

SAMPLE SQUAD LEADER'S ORDER
(DERIVED FROM THE PLT CMDR'S ORDER ISSUED IN APPENDIX B)

GENERAL SITUATION: You are the 1st SqdLdr, 1st Plt, C 1/6. For the past three days, the EN has been conducting a series of ambushes along the Bn's Main Supply Route(MSR), Rte 610, in an effort to disrupt our supplies and lines of communication.

ORIENTATION. 1st fire team sits here, second team on the left, third on the right. Break out your note taking gear, orient your maps and listen up. We are in the AA, here. This intermittent stream is the LD. Our Aslt Pos is here on the N side of this draw. This is Co OBJ A and Bn OBJ 1. On call tgts are here as well. Our sector is characterized by cross compartmented terrain with a mix of hardwood trees and thick undergrowth. Visibility varies with up to several hundred meters on top of the fingers and down the long axis of major draws. This N-S finger dominates the center of our sector. Route 610 is to our S. Route 644 is our platoon's eastern boundary and this N-S stream is to the west. Cannon Creek runs E-W through our sector just S of our tentative Aslt Pos. Any questions on orientation? OK, hold the rest of your questions until the end of the order.

1. **SITUATION**

A. **ENEMY**

(1) **SALUTE.** Plat(-), hasty D, vic GC 823671 (Bn Obj 1) --- Also a sqd(+) digging in on the high ground vic GC 816659 (Co Obj A). Elements of the CRF, spotted by Bn scout/sniper team at 0600 this morning. AK-47s, RPK MGs, light mortars? Bn S-2 suspect the sqd(+) is a forward outpost for the Plat(-).

(2) **DRAWD.** Defend initially. May reinforce Co Obj A (footmobile) with up to a sqd, but would likely take an hour. Positions at Co Obj A and Bn Obj 1 are not currently mutually supporting.

(3) **EMPCOA.** Squad(+) on Co Obj A will defend but if their pos becomes untenable they'll w-draw to the N and attempt to link up with the Plat(-) on Bn Obj 1. The EN on Co Obj A may have an SP/LP to his front, and may be narrowly focused to his S. CRF will tgt his own pos & likely CFF to cover his w-drawl. I believe his MGs are oriented down the draws to his immediate front. If we are disorganized in our consol, he may use mortars and MGs to spt a X-atk.

B. **FRIENDLY**

(1) **Higher**

(a) **Mission.** Our plt is a SE. At 1500, 1st plat ATD EN vic Co Obj A IOT prevent EN from influencing ME's atk on Bn Obj 1.

(b) **Intent.** CV is his narrow frontal focus. He'll become disorganized if confronted by sptg arms & a numerically superior force rapidly closing on his flank. PREVENT EN VIC COMP OBJ A FROM INTERFERING WITH THE COMP ME ATK ON BN OBJ 1.

(2) **Adjacent**

(a) There is no one to our front. The scout/sniper team withdrew at 0800 this morning.

(b) **Left.** (2nd Squad) At 1500, ATD EN left 1/3 Co Obj A IOT prevent EN from influencing ME's atk on Bn Obj 1.

(c) **Right.** (3rd Squad) At 1500, ATD EN right 1/3 Co Obj A IOT prevent EN from influencing ME's atk on Bn Obj 1.

(d) **Rear.** (2d Plt) Co ME. At 1530, ATD EN vic Bn Obj IOT deny EN ability to interfere with our MSR.

(e) **Rear.** 3d plat remains in the Co AA and is the Co Reserve. BPT assume mission of 2d plat.

(3) **Supporting.** 81s in GS of Bn loc (805637). POF to Co C, B, A. Comp 60s in GS of Co loc (815646). POF to 2d plat, 1st, then 3d.

C. **ATTACHMENTS/DETACHMENTS - none**

2. **MISSION.** Plt ME. At 1500, 1ST Sqd ATD EN center 1/3 Co Obj A IOT prevent EN from influencing the ME's atk on Bn Obj 1.

3. **EXECUTION**

A. **COMMANDER'S INTENT.** I see the EN CV as his narrow frontal focus. We'll exploit this weakness by use of effective SptArms & rapidly closing on his flank. WE MUST PREVENT THE EN VIC CO OBJ A FROM INTERFERING WITH THE COMP ME ATK ON BN OBJ 1.

B. **CONCEPT OF THE OPERATION**

(1) **Scheme of Maneuver.** Our plt conducts a flanking atk...we are the center squad. We'll atk w/3 teams abreast, 1 as the ME and 2 as SEs. DOA is N. Move from AA to AP 1st in Plt column. LD at 1500 as center of plt wedge & atk N to AsltPos. Vic of AsltPos, we'll come on line while plt cmdr calls for 1 min of supp fire on the Obj. As the fires lift, we'll aslt from E to W through the Obj and consol oriented NW. BPT assume mission of Co ME.

(2) **Fire Support Plan.** Purpose - suppress EN on Co Obj A IOT allow our sqd to close with & destroy him. Vic AsltPos, the plt cmdr will call for 1 min of supp fire on the Obj, (AF2400 at GC 816659). Comp also has an on-call tgt on Bn Obj 1 (AF2401 at GC 823671).

C. TASKS
 (1) 1st FT. ME. At 1500, ATD EN center 1/3 of 1st Sqd's sector of Co Obj A IOT prevent EN from influencing ME's
 atk on Bn Obj 1.
 (2) 2d FT. At 1500, ATD EN left 1/3 of 1st Sqd's sector of Co Obj A IOT prevent EN from influencing ME's atk on
 Bn Obj 1.
 (3) 3d FT. At 1500, ATD EN right 1/3 of 1st Sqd's sector of Co Obj A IOT prevent EN from influencing ME's atk
 on Bn Obj 1.

D. COORDINATING INSTRUCTIONS
 (1) DOA - NORTH
 (2) TOA- 1500
 (3) Base Unit- 1st FT
 (4) Formations for movement.
 AA to ATK Pos- Plat Column (order of mvt: 1, 2, 3) Squad column (order of mvnt: 1, 2, 3)
 ATK Pos to LD to Aslt Pos- Plat Wedge (order of mvt: 1-center, 2-left, 3-right) Squad column (1, 2, 3)
 Aslt Pos to Obj- Plat On Line (order of mvt: 1-center, 2-left, 3-right) Squad on Line (1-center, 2-left, 3-right)
 (5) Consolidation. On consolidation, we will form a plat 180 oriented to the NE. 1st Sqd will have the center 1/3
 [with 2nd FT on the left, 1st FT in the center and 3rd FT on the right], 2nd Sqd the left 1/3 and 3d Sqd the right 1/3. Adjacent Sqds tie in
 physically. Flank Sqds refuse your flanks.

(6) Tactical Control Measures
 AA- GC 814646
 Atk Pos- GC 814648
 LD- intermittent stream running generally NW/SE through GC 814649
 Aslt Pos- GC 814656
 Co OBJ A- GC 816659
 Bn OBJ 1- GC 823671

(7) Time Line
 Brief Platoon Commander- 0930
 FT Ldr prep Time
 My order 0945
 Rehearse
 Actions in Obj Area 1030
 IA Drills 1100
 Consolidaton/BPT's 1130
 Actions in Obj Area 1200
 Chow/FT Ldr Prep 1230
 Squad Gear & Knowledge Inspection 1245
 Platoon inspection 1300
 Platoon rehearsals 1330
 Move to Atk Pos 1430
 (8) MOPP Level- 0

4. ADMINISTRATION & LOGISTICS

A. ADMINISTRATION
 (1) WIA/KIA: Self aid, buddy aid, Corpsman Aid; urgent or priority casualties routed through me and then evac to
 the PltSgt who will evac to Co GySgt at the Co AA. Walking wounded during the aslt proceed up to Comp Obj A and link up with us after the
 aslt.

(2) EPWs: 5 S & T; process through me - I will send to Plat Guide who will evac to Co XO at the Co AA.

B. LOGISTICS

(1) AMMO: 180 rds per M-16 400 rds per M-249. 8 HE grenades per M-203
 (2) Chow/H2) resupplied after ME's atk is completed. Every Marine cross LD with basic load.

5. COMMAND & SIGNAL

A. SIGNAL

Call Signs and Freqs:	<u>Freq</u>	<u>Call Sign</u>
Co Tac-	37.95	A1T
1st plat-		L1T
2d plat-		B2A
3d plat-		C6E
Wpns plat-		Y7H

Bn Tac- 42.25 R5B
 Inf Mort Net- 46.50 V3C

The CEOI will be carried in the Plt RTO's left breast pocket.

Consolidate: (Primary) - Green Star Cluster
 Cease Fire: Primary- White Star Parachute

(Alternate) - whistle and voice
 (Alternate) - messenger and voice

B0326

COMBAT ORDERS I

Challenge & Password: SPIT/ TREE

Running: Taco Bell Alt: 7

B. COMMAND

Co Cmdr, 1st Sgt will be with 2d plat; Co XO, GySgt with 3d plat

Plat Cmdr will be with us... Plat Sgt will be with 2d sqd.... Plat Guide will be with 3d sqd

Succession of Command: 1st FTL, 2nd FTL 3rd FTL

Time is now 1025. Are there any questions?

APPENDIX D

DEVELOPING THE ORDER

1. The six troop-leading steps (BAMCIS) are the sequence by which a leader receives, plans, and executes his mission. Combat orders are developed along with the troop-leading steps. The development of the combat order begins at the receipt of the mission and does not end with combat, but continues throughout and after the fight in anticipation of the next mission. It includes the techniques by which orders and instructions are organized, sequenced, and transmitted from leaders to subordinates. The combat order is a continuing process with accomplishment of the mission as its main goal. Among combat orders, there are: the **Warning Order**, the **Five-Paragraph Order**, the **Operation Order**, and the **Fragmentary Order**. Orders generally adhere to the five-paragraph (SMEAC) format though each will differ due to time available and information available or required.
2. Once the leader completes the tactical plan, he issues his order to his subordinates. A five-paragraph order gives subordinates the essential information needed to carry out the operation. It sets forth the **Situation**, the **Mission**, the plan and method of **Execution**, **Administration** and logistics, and **Command** and signal information. This format is commonly referred to and remembered by the acronym SMEAC. The order converts the leader's plan into action, gives direction to the efforts of his unit, and provides specific instructions to subordinate elements.
3. Outlined below is the format used for combat orders. At the rifle company level and below, orders are most commonly issued orally with the aid of a **terrain model**.

ORIENTATION. Prior to issuing an order, the unit leader orients his subordinate leaders to the planned area of operation using a terrain model, map, or when possible, the area of operation. The purpose of the orientation is to simply orient subordinates prior to the issuing of the order. Keep the orientation simple and brief. Orientations typically include:

- Direction of north
- Present location (grid)
- Unit objectives (grid, terrain feature and designator)
- Key features and their potential effects on your mission to include:
 - Land forms (hill, valley, finger, draw, depressions, etc.)
 - Streams, rivers and lakes (names and general direction of flow)
 - Roads (names and general direction)
 - Firebreaks, trails and power lines
 - LZs, and beaches (grid and designator)
 - Vegetation and its potential effect on the mission (forest, jungle, desert, etc.)
- Boundaries outlining your planned area of operation
- Weather forecast and its potential effect on terrain, personnel, equipment, and mission
- Astronomical data that is applicable to the mission (BMCT, sunrise, sunset, EECT, lunar and tidal data)
- Time zone (when applicable)

1. **SITUATION.** The situation paragraph contains information on the overall status and disposition of both friendly and enemy forces. The information provided is that deemed essential to the subordinate leader's understanding of the current situation. The situation paragraph contains three subparagraphs: Enemy Forces, Friendly Forces, Attachments and Detachments.

a. **Enemy Forces.** Information about the enemy contained in this subparagraph should be the culmination of intelligence provided by higher headquarters and information gathered (facts and assumptions) which pertain to the accomplishment of the mission. Analysis of the enemy is conducted during your estimate of the situation (METT-T). The Enemy Forces subparagraph has three subparagraphs within it.

(1) **SALUTE.** This information is usually obtained directly from your higher commander's order and should be tailored to your subordinates so that it is meaningful and relevant. This subparagraph provides information on such things as known and suspected enemy locations, current/recent activities, what type of unit the friendly force is facing, (i.e., light infantry, mechanized, armor, T-55 & BTR-60 equipped), the strength estimate with respect to equipment, personnel and support capabilities (mortar, artillery, air, NBC, recon, patrols, etc.). A helpful acronym to remember when developing this paragraph is SALUTE. In relation to enemy forces, this acronym stands for: Size of the enemy force, Activity, last known Location, Unit type/designation, Time the enemy was last

observed, and Equipment they possess.

(2) **DRAW-D.** This subparagraph should highlight what courses of action the enemy is capable of executing and how much time it would take to execute a given course of action. Also discussed are possible enemy weaknesses and vulnerabilities. Particular attention should be given to the enemy's capability to project combat power with respect to time, space, and resources (e.g., the enemy is capable of a foot mobile counterattack on Platoon Objective ALPHA from the east with a squad size element within 30 to 45 minutes.) An acronym to assist you in determining the enemy's capabilities and limitations is DRAW-D, which stands for: Defend, Reinforce, Attack, Withdraw, and Delay. There is no requirement to mention every action the enemy might possibly take, only those that are likely.

(3) **Enemy most probable course of action.** (EMPCOA) A concise statement of the enemy's most probable action within your assigned zone, sector or objective. What are the enemy's objectives and how the enemy will likely fight the battle and react to friendly actions? How are enemy forces deployed? Determine this by analyzing the possible courses of action open to the enemy, and inform our subordinate unit leaders of what you expect the enemy to do during your mission execution. In determining the enemy most probable course of action you consider the elements of DRAW-D again, though you must go one step further. Anticipating the enemy most probable course of action includes combining pertinent intelligence provided by higher combined with other facts and assumptions about the enemy. Considering the enemy most probable course of action is an essential element in the development of your scheme of maneuver.

b. **Friendly Forces.** Information contained in this subparagraph is obtained directly from your higher commander's order. It contains the missions and locations of higher, adjacent, and supporting units, and the next higher commander's intent for the operation. Information should be limited to that which subordinate leaders need to know to accomplish their assigned mission. It can be remembered by the acronym HAS and includes in order:

(1) **Higher.** The location, mission and intent of the next higher unit (for a squad leader's order, the platoon's mission and the platoon commander's intent).

(2) **Adjacent.** The mission and location of units to your left, right, front and rear having effect on your mission, as well as units tasked with a reserve mission. *These units often provide security for your own.* Listed is the unit providing security, their mission and general location.

(3) **Supporting.** *Nonorganic* units providing fire support or combat service support are addressed here. Listed are the units providing support, the location of the supporting unit, the command relationship (DS, GS, etc.), priority of the support and the unit being supported, if known.

c. **Attachments and Detachments.** *Nonorganic* units attached, and/or organic units detached from the issuing unit by higher headquarters are addressed here. The unit and effective time of attachment/detachment are given. If there are no attachments or detachments state "none."

2. **MISSION.** The mission statement is a clear and concise statement of what the unit is to accomplish. The mission statement is derived from the leader's mission analysis. It expresses the unit's primary task and purpose by addressing the "five Ws" -- Who (unit), What (task), When (time), Where (grid), and Why (purpose ...in order to...) for the mission assigned. The mission statement should also include the type of operation (attack or defend) and the control measures that will be used (such as "objective" and "battle position"). The mission statement is the heart of the order, and as such is always stated in full and must stand alone without references to any other document except a map. The task describes the action to be taken while the purpose describes the desired result of the action. Of the two, the purpose is predominant. While the situation may change, making the task obsolete, the purpose (short term intent) is more permanent and continues to guide our actions.

3. **EXECUTION.** The execution paragraph contains the "how to" information needed to conduct the operation. This paragraph consists of Commander's Intent, Concept of the Operation, Tasks to subordinate unit leaders, and Coordinating Instructions.

a. **Commander's Intent.** The commander's intent is a vision provided to subordinates which enables them to act in a changing environment in the absence of additional orders. It describes the commander's longterm purpose of the operation with respect to the relationship among friendly forces, the enemy and terrain. At the tactical level, intent is conveyed throughout the order because the commander personally drafts and delivers the order; he can therefore emphasize key points that he believes are vital to the success of the mission.

b. **Concept of the Operation.** The concept of operation includes the scheme of

maneuver, fire support plan, and when applicable, the employment plan of other combat multipliers such as obstacles used in the defense.

(1) Scheme of Maneuver. Using a graphic, sketch, or terrain model, the leader explains his plan to accomplish the unit's assigned mission. It should be described in general terms without identifying specific units. Brief the scheme of maneuver in logical sequence; begin at your current location and brief your unit's actions through completion of your mission. For an offensive operation the scheme of maneuver includes: form of maneuver, planned distribution of forces (including main effort and supporting effort), direction of movement, tactical control measures, and consolidation. For a defensive operation the scheme of maneuver includes: defensive technique, planned distribution of forces, general direction of fires/location of planned engagement areas and security plan. When applicable, reserve forces are also briefed.

(2) Fire Support Plan. Describes how fire support will be used to complement the scheme of maneuver. The fire support plan ties in directly with the scheme of maneuver. Organic, attached and supporting indirect fires may be included. In some instances, this paragraph can also be used to describe how direct fires will be used to support the scheme of maneuver. Included in the fire support plan may be:

- the purpose/concept of fire support and how it will integrate with and support the scheme of maneuver.
- the priority of fires and when priority shifts within the unit
- the location, description and target designation of preplanned targets that support the scheme of maneuver.
- the location of firing units (if not already covered in friendly forces subparagraph)
- permissive and restrictive control measures on the use of fires
- allocation of targets (i.e., in the offense - priority targets; in the defense - final protective fires)

c. Tasks. The specific missions to be accomplished by each subordinate element of the unit will be listed in a separate numbered subparagraph, including reserves. Task statements are your subordinate unit's mission statements, and as such, should be written in the same manner as any mission statement. Just as your mission statement from higher, your subordinate task statements should answer the "5 Ws," Who, What (task), When, Where, and Why (purpose/in order to ...) for the missions you assign. When tasks are multiple, they are itemized with subparagraphs. If there is a priority or sequence of accomplishment, it is stated. When a subordinate unit is designated the main effort, state it in the tasking statement. Anticipated (...be prepared to...) missions should be included (i.e., pursuit, defense). Subordinate unit tasks should be listed in a logical sequence (i.e., from start to finish; or most important to the least important missions, followed by anticipated missions).

d. Coordinating Instructions. Coordinating instructions are those specific instructions and tasks that tie the plan together. Included are details of coordination and control applicable to two or more units in the command. Items commonly addressed in coordinating instructions include:

1. Order of movement and planned formations during movement
2. Consolidation, reorganization, counterattack plan
3. Movement into the defense (used for deliberate occupation of the defense only).
4. Location/grids for tactical and fire control measures--these control measures should also be depicted on your terrain model/operational graphic. Examples include: check points, phase lines, release points, battle positions, SP/LP, TRPs, etc. When briefing tactical control measures, point out the location on your terrain model and then give grid coordinates.
5. Target precedence--assigned to specific units/weapon systems to provide guidance on what targets to engage when multiple targets are presented.
6. Security plan--the plan to provide early warning/protection to the unit to prevent surprise upon enemy contact.
7. Engagement and disengagement criteria and instructions
8. Priority of work (used for defensive operations)
9. Reporting requirements
10. Rules of engagement (if applicable)
11. MOPP level
12. Planning and execution time lines

4. ADMINISTRATION AND LOGISTICS. This paragraph contains all the information

necessary for subordinate units to coordinate their resupply, recovery of equipment, and evacuation of wounded and prisoners. This paragraph addresses the 'FIVE Bs' -- BEANS (chow), BULLETS (ammunition), BATTERIES (COMM/NVG), BAND-AIDS (MEDEVAC) & BAD GUYS (EPWs) and is divided into two subparagraphs.

a. Administration

- (1) Medical evacuation plan for wounded
- (2) Enemy prisoners of war (EPW) handling procedures and evacuation plan

* Admin subparagraphs should outline POCs at your level and at least one level up. Specific instructions such as when to evacuate casualties and location of collection point are also included.

b. Logistics

- (1) Initial issue and resupply plan (ammo, chow, water, batteries)
- (2) Any other logistical concerns to include transportation, etc.

* Also included in logistic subparagraphs should be who is responsible for drawing, who gets special gear and any POCs necessary for coordination.

5. COMMAND AND SIGNAL. This paragraph contains instructions and information relating to command and communications (control) functions. It contains two subparagraphs--signal and command.

a. Signal. Specifies the signal instructions for the operation. Include both the primary and alternate signal plans as well as methods of communication in priority (example: primary means of communication is land line, alternate is radio, then messenger). Also included are the times when the signal plan changes.

- (1) Communication plan to include primary and alternate call signs/frequencies (CEOI index number if applicable) should be specified as well as time of change.
- (2) Visual signals required to coordinate the concept of operations (examples include: signals to commence, shift, and cease the support by fire; signal for displacement of the support by fire force; signals to commence, and cease the FPF; signal to break contact).
- (3) Challenge/Password (primary & alternate)/running password and time of change.
- (4) Brevity codes and code words

b. Command. Identifies your location and the location of other leaders as required.

- (1) Location of the higher commander. (key leaders)
- (2) Your location before, during and after the battle.
- (3) Succession of command (i.e., sqd leader, 1st fire team leader, etc.)

COMBAT ORDERS FLOWCHART

HIGHER'S ORDER TO YOU

THE ORDER YOU ISSUE

I. SITUATION

- A. Enemy Forces
- B. Friendly Forces
 - 1. Higher
 - (a.) Mission
 - (b.) Intent
 - 2. Adjacent
 - 3. Supporting

C. Attach/Detach

II. MISSION

III. EXECUTION

- A. Cmdr's Intent
- B. Concept of the Op
 - (a.) Scheme of Maneuver
 - (b.) Fire Support Plan
- C. Tasks
- D. Coordinating Instructions

IV. ADMIN/LOGISTICS

V. COMMAND/SIGNAL

METT-T

I. SITUATION

- A. Enemy Forces
- B. Friendly Forces
 - 1. Higher
 - (a.) Mission
 - (b.) Intent
 - 2. Adjacent (can a higher
 - 3. Supporting (can a higher

C. Attach/Detach

II. MISSION

III. EXECUTION

- A. Cmdr's Intent
- B. Concept of the Op
 - (a.) Scheme of
 - (b.) Fire Support
- C. Tasks
- D. Coordinating Instructions

IV. ADMIN/LOGISTICS

V. COMMAND/SIGNAL

* Based on higher + addtl info that you need to execute your

UNITED STATES MARINE CORPS
Basic Officer Course
The Basic School
Marine Corps Combat Development Command
Quantico, Virginia 22134-5019

B0334

COMBAT ORDERS II
(Patrol Orders)

Student Handout

A general should say to himself many times a day: If the hostile army were to make its appearance in front, on my right, on my left, what should I do?

- Napoleon

1. **INTRODUCTION**

a. This handout compliments *Combat Orders I*, though focuses primarily on the patrol order. As discussed in *Introduction to Patrolling*, there are inherent risks associated with patrolling operations. The primary risk is the patrol's numerical size in relation to the size of an enemy force it may encounter. Generally, foot-mobile patrols are organized around squad, squad reinforced and platoon sized units. Due to their size, patrols often lack the firepower required to become decisively engaged with an organized enemy force. Adding to this, patrols generally operate independently and outside friendly lines--often without the support of adjacent units. Patrols often operate in areas where the intelligence picture of the enemy is vague. To counter this uncertainty, the patrol leader **plans in detail for the unexpected**. As in all combat operations, thorough planning for a patrol increases the chance for success and reduces internal friction.

b. Each member of a patrol has a specific and vital role. The patrol's success depends on ensuring that everyone is thoroughly familiar with his assigned role and its relationship to the responsibilities of every other patrol member. Thus, good patrol orders are **understood by all members of the patrol**; clearly specifying the mission and actions of the patrol as well as the actions and responsibilities of each unit, team, and individual. Without a firm understanding of the plan, the risks involved in patrolling exponentially increase.

2. **CHARACTERISTICS OF THE PATROL ORDER.** Patrol Orders use the same Five-Paragraph Order (SMEAC) and FRAGO formats taught in *Combat Orders I*; however, due to the nature of patrolling, more emphasis is placed on certain aspects of the order. These are discussed throughout this handout. Additionally, the Warning Order (WO) taught in *Combat Orders I* is generally the same for patrolling as far as content and information; however the format we will use for patrol warning orders is a matrix style.

3. **THE PATROL WARNING ORDER**

a. As discussed in *Combat Orders I*, the warning order is issued as soon as possible upon receipt or anticipation of a mission. The purpose of the warning order is to initiate the preparation and execution of a new mission by ensuring the efficient management of time, and providing notice to subordinates of action to follow. **A clear warning order saves time and focuses the planning effort**. The patrol warning order contains as much information as is available at the time of issuance. The warning order adheres closely to the five-paragraph order format. The *Combat Orders I* student handout lists the information that should be considered when writing a warning order. Those items apply to patrol warning orders also.

b. *The patrol warning order is issued to each member of the patrol directly from the patrol leader--not through the subordinate chain of command.* To facilitate this process and to ensure the efficient use of time, **the patrol warning order is normally written in a matrix format, issued first orally to the patrol, and then posted for each member of the patrol to read.** This technique ensures that every patrol member receives the necessary information, and it allows for concurrent planning and preparation by subordinate leaders. **Refer to Appendix A for an example of a patrol leader's warning order.**

4. **THE PATROL ORDER**

a. Once the patrol leader completes his plan, he issues his patrol order. A good patrol order gives subordinates the essential information required to conduct the patrol. Outlined below is the operation order format highlighting those aspects of the order where more emphasis is required for a patrol order. Like other combat orders, patrol orders are most effective when issued orally with the aid of terrain models, overlays and graphics. When the patrol order is issued, all members of the patrol should be present. **Appendix B is an example security patrol order.**

b. **Standing Operating Procedures (SOPs)**. Every minute used in planning for combat is extremely valuable--minutes wasted can never be regained. To save valuable time in planning and preparation for combat, units will often develop several standing operating procedures (SOPs). For complex operations such as patrolling, SOPs can be particularly valuable. SOPs are procedures and techniques used habitually for accomplishing routine or recurring actions. SOPs facilitate and expedite operations by simplifying the preparation and issuance of orders; by simplifying training and mission preparation; by enhancing understanding and teamwork among the unit leader and his subordinates; and by reducing confusion and errors. At the platoon level, SOPs are not necessarily written. Rather, they are often established as a result of well planned and extensive unit training. **Appendix C is the TBS Patrolling SOP**. Used in conjunction with your patrol orders and rehearsals, it will enhance your mission preparation and save you valuable time.

PATROL (FIVE-PARAGRAPH) ORDER FORMAT

ORIENTATION. Refer to *Combat Orders I* for what is required for an orientation. Patrols depend heavily on the efficient use of terrain and weather for security. Therefore, during the orientation for a patrol order the patrol leader should ensure he emphasizes their potential effects on the patrol. Also included in a patrol's orientation are known and suspected danger areas and obstacles within the patrol's AO.

TASK ORGANIZATION. Patrols are task organized to delegate unit, team and individual responsibilities. Before issuing the order, it is important that the patrol's task organization is understood by all members of the patrol. This way, each member of the patrol understands his assignment before the body of the order is issued. If the task organization was given during the WO, and no changes exist, then it *does not* have to be repeated before the issue of the patrol order.

1. **SITUATION**. Refer to *Combat Orders I*. The situation paragraph contains three subparagraphs: Enemy Forces, Friendly Forces, Attachments and Detachments.

a. **Enemy**. Refer to *Combat Orders I*. Ensure you discuss all enemy forces that could affect your patrol.

b. **Friendly**. Refer to *Combat Orders I*. If the patrol is departing from a defensive position, ensure you discuss the general layout of the defense in particular; obstacles, passage lanes, and the locations of SP/LPs and other patrols or security forces operating in and around your AO.

c. **Attachments and Detachments**. Refer to *Combat Orders I*.

2. **MISSION**. According to *Combat Orders I*, the mission statement is a clear and concise statement of what the patrol is to accomplish. It expresses the patrol's primary task and purpose by addressing the "five W's": Who, What (task), When, Where, and Why (the *purpose*) for the mission assigned. Following the mission statement the patrol leader specifies which has priority: TIME or MISSION. For example, if time has priority, the patrol then returns to friendly lines, regardless of whether the mission has been accomplished, by the time directed by higher headquarters. If mission has priority the patrol will continue the operation, regardless of time, until the mission is accomplished. The command that directed the patrol to be conducted generally dictates whether TIME or MISSION has priority.

3. **EXECUTION**

a. **Commander's Intent**. Refer to *Combat Orders I*.

b. **Concept of the Operation**. Refer to *Combat Orders I*. The concept of operation includes scheme of maneuver and fire support plan.

(1) **Scheme of Maneuver.** Refer to *Combat Orders I*. The scheme of maneuver is where the leader explains his plan to accomplish his assigned mission. It describes the patrol's planned actions in general terms. Keep the explanation anonymous, concise and simple. Brief the scheme of maneuver in a logical sequence, from the patrol's start to conclusion (departure through debrief). For security patrol operations, the scheme of maneuver is essentially a general route overview. For mission specific patrol operations, such as ambushes or raids, the scheme of maneuver will also include a general summary of actions at the objective area.

(2) **Fire Support Plan.** Like all combat orders, the fire support plan describes how fire support will be used to complement the scheme of maneuver. The patrol leader integrates a fire support plan into his scheme of maneuver and describes how he intends to use supporting indirect fires during the patrol. For raid and ambush patrols, this paragraph can also be used to describe how the patrol leader intends to include both indirect fires and organic and attached direct fires (e.g., M-240G machine guns, SMAWs, etc.) to support his scheme of maneuver. Included in the fire support plan are the following:

- the purpose/concept of the fire support plan and how it will integrate with and support the scheme of maneuver.
- the priority of fires
- the location, description and target designation of pre-planned targets that supports the patrol.
- the location of firing units (organic and attached only)
- permissive and restrictive control measures on the use of fires (e.g., NFAs, RFAs, etc.).
- allocation of targets (i.e., priority targets, final protective fires)

Because most patrols won't have a specific objective and will not stay in one area long, fire support is generally developed to cover movement. Because of the nature and risks inherent with patrolling, it is essential that the fire support be developed concurrently with the scheme of maneuver. Because of their small size, patrols may need to rely on fire support if contact with a larger force is encountered.

c. **Tasks.** According to *Combat Orders I*, task statements are the specific mission(s) to be accomplished by each subordinate unit. They answer the "5 Ws." For patrolling orders however, a subtle difference exists. As you learned during *Introduction to Patrolling*, patrols operate and move as a single entity with one mission. The primary mission for each element of the patrol is therefore the patrol's mission. Tasks to subordinate elements of a patrol support the patrol's mission statement and generally do not have to answer all the "5 W's". Task statements to subordinate elements of a patrol simply assign responsibilities and tasks required for the patrol. When tasks are multiple they are itemized in subparagraphs. Up to this point, you have assigned tasks to squads and fireteams. For patrolling operations, we task units, teams, and key personnel -- each being assigned separate and distinguishable responsibilities. The tasking statements for patrols are listed in the following sequence: Units (Headquarters, Security, Assault, and Support) first, then Teams (Aid and Litter, Search and POW, etc.), and finally Key Personnel (usually in order of command, i.e., APL, RTO, Navigator, Point, etc.).

d. **Coordinating Instructions.** As you learned in *Combat Orders I*, coordinating instructions are those specific instructions or tasks that tie the plan together. Included are details of coordination that pertain to two or more units within the unit. Patrol orders include many of the same coordinating instructions you previously learned; though due to a patrol's inherent complexity, patrol orders also include several instructions not common in other combat operations. Items commonly addressed in the patrol order's coordinating instructions include the following:

(1) **Planning and execution time line.** Include all tasks to be accomplished through the conduct of the patrol. Examples include: time of rehearsals and inspections, time of departure (TOD), time of return (TOR), debrief time, etc.

(2) Tactical and fire control measures. Refer to *Combat Orders I*. For patrolling operations examples include: assembly area, checkpoints, rally points, etc. When briefing the tactical control measures, point out their location on your terrain model and give the coordinates.

(3) Primary and alternate routes. Give the routes, azimuth and distance for both primary and alternate routes. Depict and point out both primary and alternate routes on your terrain model.

(4) Organization for movement. Describe in detail the patrol's planned formation(s).

(5) Departure of friendly lines. Describe the planned details that will occur from the assembly area to your first planned security halt.

(6) Reentry of friendly lines. Describe the planned actions that will occur from the reentry rally point to the debrief. Ensure primary and alternate link up signals are included.

(7) Insert/Extract Plan. For patrols that are inserted or extracted by helicopters, vehicles, or boats, a detailed insert/extract plan is required. For inserts, describe the details that will occur from the pickup point to the patrol's first security halt away from the insert point. For extracts, describe the details that will occur from extract rally point through the drop off point back within friendly lines. Other information that should be considered includes the following: insert and extract load plans; insert point and/or extract point security plans and procedures; primary and alternate routes of the insert/extract; and the signal plan used to facilitate linkup. *Helicopter Operations* discusses helicopter insert and extract planning. *Urban Patrolling I* discusses vehicle insert and extract planning.

(8) GO/NO-GO Criteria. Used when conducting security, ambush, raid, or reconnaissance patrols. Criteria is established for guidance on whether to abort or continue the mission in case of compromise, personnel loss, equipment failure and/or a changing enemy situation. GO/NO-GO criteria is generally established by higher headquarters.

(9) Action at rally points. Include criteria for remaining and departing rally points, escape azimuths, time limits, as well as location of any tentative rally points.

(10) Actions on enemy contact. Address your immediate action drills in detail. Refer to Appendix C (Patrol SOPs) for actions on enemy contact. Actions on enemy contact should include the following:

- (a) Hasty ambush
- (b) Immediate assault
- (c) Counter ambush
- (d) Break contact battle drill
- (e) Reaction to indirect fire
- (f) Reaction to aerial attack
- (g) Reaction to booby traps and mines
- (h) Reaction to illumination

(11) Actions in danger areas. Describe the planned actions for crossing both linear and cross compartment danger areas. Refer to Appendix C (Patrol SOPs) for actions at danger areas.

(12) Actions at halts. Describe the planned actions for both long and short security halts. Refer to Appendix C (Patrol SOPs) for actions at halts.

(13) Actions at the objective area. This is generally the focus for ambush, raid, or area reconnaissance patrols. This is generally not required for security patrols. Actions at the objective area are discussed briefly during scheme of maneuver and in-depth here. Actions at the objective area will be discussed at length during *Conduct of the Patrol II*.

(14) Rehearsals and inspections. Explain the plan for accomplishing rehearsals and inspections and where they will take place. Give the priority of actions you want to rehearse. The warning order should contain initial information about rehearsals and inspections.

(15) Commander's Critical Information Requirements (CCIRs). [WHEN DIRECTED BY HIGHER HEADQUARTERS] State the critical information that should be collected during the conduct of the patrol and any other additional information that is requested by higher headquarters. *CCIRs are those situations (enemy, friendly and operating environment) deemed crucial by the commander. The reporting of CCIRs may have a significant impact on the tactical decisions made by higher headquarters. They must be reported IMMEDIATELY.*

(16) Rules of engagement (ROE)/constraints and limitations. (When applicable) ROEs and operational constraints and limitations must be clearly understood by all Marines. **THEY ARE DIRECTED BY HIGHER HEADQUARTERS.**

(17) Debrief. Describe where, when and who will be present at the patrol's debrief.

(18) No Comm plan. Required actions taken by patrol and/or friendly units in the event all communication equipment fails. Required actions may include but are not limited to: linkup procedures, re-entry procedures, separated units.

4. ADMINISTRATION AND LOGISTICS. Refer to *Combat Orders I*.

5. COMMAND AND SIGNAL

a. Signal. In this subparagraph the patrol leader discusses the communication plan to include; radio, hand and arm signals, voice commands, and mechanical signaling devices required for movement, during contact, and at the objective area. In short, all actions anticipated during the conduct of the patrol that require a thorough understanding by every patrol member and involve signal plans, such as link-up operations (e.g., departure and reentry of friendly lines, rally points, etc.), must be emphasized and discussed in detail. These include:

(1) Communication plan to include call sign and frequencies and times when the signal plan changes. Furthermore, the patrol leader needs to mention who carries the CEOI (generally the radio operator) and where it can be found on his body.

(2) Signals to control the patrol.

(3) Signals to control the battle (generally applies to mission specific patrols such as raids and ambushes).

(4) Challenge and passwords (primary and alternate).

(5) Brevity codes and codewords. Any reports anticipated or required (e.g., POSREPs, SITREPs, SPOTREPs, CASREPs, etc.) are also addressed.

(6) Execution checklist (when required).

b. Command. Refer to *Combat Orders I*.

5. **SUMMARY.** This handout reemphasizes much of what you previously learned during *Combat Orders I*. The focus however is order writing for patrolling operations. The patrol order is a key ingredient in ensuring an understanding of the patrolling plan. As in all combat operations, thorough planning for a patrol increases the chance for success. As you learned in Combat Orders I, patrol orders will vary in length and detail based upon the situation. But remember, a good patrol order is **understood by all members of the patrol**; it clearly specifies the mission and actions of the patrol as well as the actions and responsibilities of each unit, team, and individual. You will receive and issue several patrolling orders in the weeks ahead, and you will quickly understand the importance they play in the success of a patrol.

APPENDIX B

PATROL LEADER'S SAMPLE SECURITY PATROL ORDER

BACKGROUND INFORMATION

YOU ARE THE SQUAD LEADER FOR 2D SQUAD, 1ST PLAT, B 1/7. YOUR COMPANY IS CURRENTLY IN A DEFENSIVE POSTURE AND TASKED WITH BLOCKING A MONTANYAN MRB SOUTH OF DAVID'S CROSSROADS (VIC. TT791709). THE COMPANY IS GENERALLY ORIENTED SOUTHEAST, WITH A FRONTAGE OF APPROXIMATELY 600 METERS.

ORIENTATION: Break out your maps and orient them to the terrain model. Also, make sure you can see the entire terrain model. The terrain model is oriented to the ground and encompasses our present position and the area forward of our company's defensive position. North is indicated by the E-tool in the upper right-hand corner of the terrain model. Our current position is in the vicinity of the Plat CP vicinity of TT789712. The boundaries are as follows: MCB-6 to the north; the TT69 grid line to the south; the TT78 grid line to the west; and the TT80 gridline to the east. Dominant terrain features within the area include the 40 foot tower located at David's Cross Roads and MCB-3 to the south. The blue yarn on the terrain model indicates streams; and the sticks, solid and broken, indicate roads and trails respectively. The terrain is gently rolling with the exception of a large cross-compartment danger area located within the vicinity of TT792707. The vegetation is thick and generally SLOW-GO for foot movement. A mixed forest dominates the area with several intermittent streams. Though these factors may provide us cover and concealment, they will also hamper our movement.

Today's forecast calls for rain and temperatures in the mid 30's. The rain may slow our movement and reduce our visibility, but it will also dampen our noise.

BMCT @ 0600
Sunrise @ 0628
Sunset @ 1646
EECT @ 1712
Moonrise @ 2300 with 50% illumination

Since we are departing during daylight and returning during darkness, we will contend with the effects of both during our patrol. The daylight will require us to disperse and make greater use of any cover and concealment. The lunar illumination should allow us to continue to stay dispersed at night, however we will have slow our movement to compensate for the reduced illumination.

TASK ORGANIZATION: As briefed in the Warning Order.

1. SITUATION

a. Enemy Forces

(1) **SALUTE**. Three weeks ago, elements of the Montanyan Army began to cross the Montanyan/Centralian border in an effort to shore up the CRF insurgency. The 51st Motorized Rifle Battalion is presently staged in an assembly area 8km SE of here, vicinity of TT855656. The S-2 believes they are preparing for a large-scale (battalion size) assault into Centralia. For the past 24 hours, our company's defenses have been probed by squad-size, footmobile patrols. These patrols are likely from the 51st MRB. It appears they are attempting to gain information on our current disposition and strength. The patrols are armed with Russian-made small arms and wear desert pattern utilities and jungle covers. They have good communication capabilities and can effectively use their supporting 120mm mortars.

(2) **DRAW-D**. The Montanyan MRB is an extremely well-trained force fully capable of conducting battalion size operations. Though they are a mechanized force with an extensive logistical network, given the terrain in this region, they will likely dismount several kilometers short of their objective to conduct a deliberate attack. They are well equipped, well trained and well led. They are night vision capable. Their limitations include their lack of air cover and their current lack of information on our disposition and strength. Their recon patrols are operating several kilometers forward of their main forces so it is unlikely they can be rapidly reinforced.

(3) **Enemy's most probable course of action (EMPCOA)**. We anticipate the enemy will continue its squad size scouting/ reconnaissance patrols in the vicinity of our position for at least the next 12 to 24 hours. These patrols will likely avoid contact with our patrol; focusing their attention primarily on the company's defensive position. They will avoid decisive engagements and will likely break contact if attacked.

b. Friendly Forces

(1) Higher

(a) **Mission**. The remainder of the platoon continues its mission as the company reserve from its present position.

(b) **Commander's Intent**. The company's defenses are being probed by Montanyan reconnaissance forces. We must deny them the ability to conduct these probes and prevent them from gathering further information about our defensive positions.

(2) Adjacent

(a) 2d Plat occupies BP-2 vic of TT793709.
 (b) 3rd Plat occupies BP-3 vic TT788709.
 (c) Our Plat (-) remains in reserve at our current location (TT788712).
 (d) There are 4 SPs currently positioned forward and on the flanks of the company's defense. Their general location is depicted on the terrain model. Their positions will adjust closer to the defense during the hours of darkness (LPs). I will confirm their exact locations with the forward platoon commanders prior to our departure. I will inform you of their location immediately prior to the final inspection.

(3) Supporting. The Company's 60mm mortar section is positioned in the vicinity of TT793713. Priority of fire for the mortars is the final protective fire, our patrol, 2d Plat, 3rd Plat, then 1st Plat (-).

c. Attachments/Detachments. None

2. MISSION. At 1700, our squad conducts a security patrol forward of our company's defensive position in order to prevent the Montanyans from conducting effective reconnaissance of the company's defense and to provide early warning of a Montanyan attack. Return to friendly lines NLT 2100. Time has priority.

3. EXECUTION

a. Commander's Intent.

b. Concept of the Operation

(1) Scheme of Maneuver. **[Patrol Leader refers to terrain model]** Our squad will conduct a day/night security patrol forward of our company's defense. Our primary route is depicted on the terrain model in red. The alternate route in yellow. I will brief the primary route. We will conduct the patrol as follows: we will depart through 3d Plat defensive position (BP-3) and move in a southwesterly direction for approximately 600 meters to our first checkpoint. On our second leg, we will travel in a southeasterly direction for approximately 600 meters to reach our second checkpoint. Our final leg will take us generally north, back towards the east flank of the company's defense, for approximately 900 meters to our RRP. Once in the vicinity of the defense, we will coordinate linkup with a guide and then reenter friendly lines through 2d Plat defensive position (BP-2). If our

primary route becomes untenable or if directed by higher, we will patrol along the alternate route.

(2) Fire Support Plan. Once we depart friendly lines, our company mortars will be our only fire support. We have priority of fires from the company's 60mm mortars during the conduct of the patrol. They will cover our movement throughout the patrol. If contact is made with a squad size or smaller force, I intend to use the mortars to neutralize the enemy and pursue him by fire should he attempt to break contact. If contact is made with units greater than squad size, I intend to use our mortar fire to suppress him, slowing his advance and to cover our withdrawal back through friendly lines. I've planned the following on-call targets:

	<u>TGT #</u>	<u>Grid</u>	<u>Description</u>
	AH1001	787704	Intersection of draw and trail
	AH1002	796702	Intersection of trail and MCB-3

c. Tasks

(1) Security Unit

(a) Provide continuous forward security. Push security as far forward as possible though keep in sight of the HQ Unit.

(b) Assist me in navigation. Have the coverman maintain a pace count.

(2) Assault Unit

(a) Provide continuous rear security.

(b) Be prepared to provide suppressive fires and to maneuver against the enemy during the patrol..

(c) Per the Warning Order, designate separate two-man Search and EPW and Aid/ Litter teams.

(d) Provide one pace man.

(3) Search/EPW Team

(a) Be prepared to search, handle and provide security for EPWs.

(b) Ensure you bring the appropriate gear as detailed in the Warning Order.

(4) Aid/Litter Team

(a) Be prepared to provide first aid treatment to individuals during the patrol.

(b) Report immediately to me any significant change in the condition of the wounded. Ensure that you have the appropriate first aid and litter equipment on hand.

(5) APL

(a) Supervise the flanks--push them out as far as possible.

(b) You are responsible for reporting personnel accountability to me during all halts, and any time following the crossing of a danger area.

(c) During consolidation, get an ammo, casualty, and EPW report. Redistribute ammo as required. Have any casualties brought to the casualty collection point.

(d) Keep me informed on the status of ammo and water during the patrol.

(e) Ensure all special equipment, including three NVGs, are drawn from the Plat Sgt. at the Plat CP.

(6) Radio Operator

(a) On order, report the patrol's actions, movements, etc. using the brevity codes contained in the CEOI. Memorize all pertinent brevity codes prior to our departure. On order, report all checkpoints.

(7) Navigator

(a) Keep the point man oriented on the patrol route.

(b) Notify me when we arrive at designated checkpoints.

(8) Pacers. Keep an accurate pace count at all times and inform me whenever we reach designated checkpoints.

d. Coordinating Instructions

(1) Time Line:

1400	Rehearsals
1600	Coord. with FUC
1630	Final inspection
1645	Mvt to Passage Point (PP)
1700	TOD
2100	TOR
2130	Debrief

(2) Tactical Control Measures

Assembly Area	TT788713
Passage Point	TT788707
Initial Rally Point	Designated enroute to PP
Checkpoint 7	TT787704
Checkpoint 9	TT789699
Checkpoint 16	TT792704
Checkpoint 22	TT802705
RRP	TT792708
Contact Point	Coordinated with FUC prior to departure

Enroute Rally Points will be designated during movement approximately every 400-600 meters.

(3) Primary and Alternate Routes. (all azimuths are magnetic)

(a) Primary:

From POD to CP 7: 187 degrees for 600 meters
CP 7 to CP 9: 135 degrees for 600 meters
CP 9 to RRP: 350 degrees for 900 meters

(b) Alternate:

From POD to CP16: 130 degrees for 650 meters
CP 16 to CP22: 60 degrees for 800 meters
CP 19 to RRP: 275 degrees for 700 meters

(4) Formation During Movement. **Patrol Leader explains IAW Standing Operating Procedures (SOP); if the patrol is familiar with unit SOP's, he says "By SOP" or "IAW SOP". If the PL wishes to reemphasize any of the following Coordinating Instructions, he explains them using visual aids (PL lays out the patrol formation with 3 x 5 cards).]**

(5) Departure of friendly lines. IAW SOP.

(6) Reentry of friendly lines. IAW SOP.

(7) Actions at rally points. Rally points will be designated every 400-600 meters. If any member of the patrol becomes separated from the main body, those individuals will return to the last rally point and wait 15 minutes. After 15 minutes have elapsed, those Marines will fall back to the previous rally point and wait an hour. At the end of the hour, the senior Marine will decide whether to continue or abort the mission. He will base his decision on the following GO/NO-GO criteria: if six Marines are present, one being a unit leader, and a radio is in their possession, then continue the mission. If they fail to meet the GO criteria then abort the mission and return to friendly lines via the escape azimuth. The escape azimuth is 350 degrees. Once in the vicinity of friendly lines, wait at the RRP. Reentry linkup will be IAW SOP.

(8) Actions on enemy contact (Immediate Action Drills)

(a) Hasty ambush: IAW SOP.

(b) Immediate Assault: IAW SOP.

(c) Counter-Ambush:

(i) Near: IAW SOP.

(ii) Far: IAW SOP.

(d) Break contact: IAW SOP.

- (e) React to Indirect Fire: IAW SOP.
- (f) React to an aerial attack or observation: IAW SOP.
- (g) Reaction to booby traps or mines: IAW SOP.
- (9) Actions at Danger Areas. IAW SOP.
- (10) Actions at Halts
 - (a) Short: IAW SOP.
 - (b) Long: IAW SOP.
 - (c) Listening: IAW SOP.
- (11) Rehearsals and Inspections. All patrol members will muster at the Plat CP for rehearsals 10 minutes following this order. Priority for rehearsals are as follows: (1) Actions on enemy contact; (2) Actions at danger areas; (3) Actions on patrol; and, (4) Departure/reentry of friendly lines. Once these are complete, the APL and I will conduct the final inspection.
- (12) Commander's Critical Information Requirements (CCIRs).
 - (a) Location of Montanyan armor. What is their location, activity and direction of travel?
 - (b) Location of Montanyan forces platoon size and larger. What is their location, activity and direction of travel?
- (13) Weapons test fire. Due to the company's present security situation, we will **not** do a test fire of our weapons. Instead, just prior to our departure, we will conduct a weapons dry function check.
- (14) Debrief. Following our reentry into friendly lines, I will pass pertinent information to the 2d Plat Commander and then the entire patrol will move to the company CP where we will be debriefed by our Plat Commander, the Company XO and a Bn S-2 representative.
- (15) With the exception of the company's SL/LPs, there are no other friendly units forward of the company's defense. Any unit encountered is considered enemy.

4. ADMINISTRATION AND LOGISTICS

- a. Administration
 - (1) WIAs will be transported back to friendly lines by the aid/litter team. Only in life critical situations will we request MEDEVACs.
 - (2) KIAs will be brought back to friendly lines by the Aid/Litter team.
 - (3) EPWs will be handled in accordance with the "5 S's and a T." We will keep them with us for intelligence reasons and will bring them back for interrogation. If I determine they are too much of a security risk and upon approval of HHQ, we will of leave them in place with their arms bound and their eyes blindfolded.
- b. Logistics
 - (1) In accordance with the WO, resupply will be available upon our return to friendly lines.
 - (2) Every man needs to ensure he has two full canteens before leaving.
 - (3) Because of the cold, each man should have at least one insulating layer to put on, kept in his butt pack.

5. COMMAND AND SIGNAL

- a. Signal
 - (1) Primary means of communication within the patrol during movement is hand and arm signals. **[If the patrol is unfamiliar with the hand/arm signals, the PL demonstrates them. These include: Rally points, checkpoints, danger areas, headcount, pacecount, hasty ambush, long security halt, listening halt, etc.]**
 - (2) The Radio Operator will now present the brevity codes for the patrol.
[The radio operator goes through the following brevity codes:]
 Request permission to depart friendly lines PITTSBURGH
 Have departed friendly lines ALASKA
 Have arrived at Checkpoint # TAMPA
 Enemy contact RENO
 At RRP (request permission to reenter friendly lines) ORLANDO
 Have linked up with the guide LOS ANGELES
 Reentering friendly lines SAN DIEGO
 - (3) The reports we need are on page 3 of the Communication Electronics Operating Instructions (CEOI). Everyone must be familiar with the SPOTREP, SITREP, and POSREP formats in the event the RTO is injured.
 - (4) Our primary frequency is 37.50; alternate 40.30.
 - (5) Challenge and Password remain in effect until tomorrow at 2359.
 Primary: IRON/HORSE.
 Alternate: LARGE/PACKAGE
 Running Password: BROWN BEAR
 - (6) Far recognition signal
 - (a) Day: The person who initiates will take off his cover, motion in a circle, and put it back on. The recipient will do the same, but wait to put his cover back on until motioned to come forward.
 - (b) Night: **The moving unit will initiate** by two flashes of a red lens flashlight. **The**

stationary unit will return one flash, to be confirmed by three flashes from the moving unit.

(7) The near recognition signal is the challenge and password.

b. Command

(1) The platoon commander and platoon sergeant will remain at the Plat CP, located at TT789712.

(2) During movement, I will travel with the HQ unit.

(3) Succession of command as per the WO.

Time is now 1330, any questions?

If there are no more questions, unit leaders take charge of your men and have them out at the rehearsal area at 1345.

APPENDIX C

TBS STANDING OPERATING PROCEDURES FOR SQUAD SIZE PATROLS

The contents of this SOP conform to the instruction taught during Conduct of Patrol I.

1. **KEY PERSONNEL RESPONSIBILITIES**

a. Assistant Patrol Leader

(1) The APL is second in command--he takes charge in the absence of the PL. **He is fully versed on all aspects of the mission, scheme of maneuver and fire support plan.**

(2) The APL handles casualties, MEDEVACs, and EPWs. He assists the PL in personnel accountability. Following an engagement, he redistributes ammo and gives the PL ammo, casualty and EPW reports.

(3) The APL supervises the radio operator.

(4) The APL ensures the patrol is always alert and security conscious.

(5) The APL oversees the patrol's admin and logistics. When directed by the PL, he issues paragraph 4 of the patrol order.

(6) As directed by the PL, he supervises specific units and individuals.

(7) The APL assists in the dissemination of situational updates to the patrol and ensures unit leaders pass this information down to their subordinates.

b. Navigator

(1) The navigator is tasked with the patrol's navigation. He coordinates with the PL on the details of the patrol's route.

(2) He often accompanies the PL during forward unit coordination to accord with the forward unit's guide and to orient himself with the passage lane and the area forward immediately forward of friendly lines.

(3) When tasked, he assists the PL with the planning of the patrol's route and with developing the patrol's overlay.

(4) He constructs the terrain model for the patrol leader's order.

(5) During the conduct of the patrol, he orients the pointman and continually informs the PL as to the patrol's location.

c. Radio Operator

(1) The Radio Operator (RTO) draws all communication equipment to include an SL-3 complete radio, **a spare handset and battery**, frequencies, call signs and brevity codes (CEOI). He sets the radio to the pre-set frequencies directed by the PL (e.g., primary, alternate and fire support frequencies). He carries the CEOI in his left breast pocket.

(2) Upon drawing the radio and setting the frequencies, he conducts a complete Op-check of the radio **before returning to the patrol**. Radios will be Op-checked again at least 1 hour before departure.

(3) The RTO waterproofs the patrol's radio and carries a field expedient antenna's kit (to include an eraser, wire, insulators).

(4) He memorizes all pertinent brevity codes, and knows all necessary report formats.

(5) He carries water-proof writing material, a working red lens flashlight, and during night patrols, carries a poncho. When required, the radio operator acts as the patrol's recorder.

2. **DEPARTURE OF FRIENDLY LINES.** NLT thirty minutes before the time of departure, the PL leaves a 5 point contingency plan with the APL and conducts forward unit coordination. The PL takes two Marines as security, one being the navigator. PL meets with the forward unit's commander (FUC) to coordinate departure and reentry plans. The patrol's navigator links up with the forward unit's guide. When the PL returns to the assembly area, he moves the patrol toward the departure point.

Enroute, he designates the initial rally point (IRP) and links back up with the patrol's navigator and the forward unit's guide. Upon final approval from higher and under the direction of the forward unit's guide, he moves the patrol to the passage lane. The APL, following in trace of the forward unit's guide, leads the patrol through the passage lane. The patrol assumes a dispersed file behind the APL in the order of Security, HQ, and Assault Units. Once the patrol reaches the far side of the passage lane (enemy side), the forward unit's guide stops and, as the patrol continues its movement, the APL counts out all patrol members. While continuing its movement, the patrol transitions into the patrol column formation. Approximately 200 - 300 meters forward of friendly lines, the patrol conducts its first listening halt.

3. **ORGANIZATION FOR MOVEMENT.** The basic patrol column for a jungle/forested patrol is depicted below. The distance between members of the patrol will depend on the enemy situation, terrain, obstacles, vegetation and visibility.

4. **REENTRY OF FRIENDLY LINES.** When the patrol reaches its Reentry Rally Point (RRP), the PL halts the patrol for a long security halt. The PL then radios higher headquarters and requests to reenter friendly lines. If communications cannot be established, he then executes the alternate plan--normally to meet a guide at the contact point within a pre-designated time window. Once permission to reenter is granted, the PL passes a 5 point contingency plan to the APL and departs for the contact point, taking two Marines for security. The PL halts at the contact point to meet the forward unit's guide. The PL initiates the far recognition signal. The forward unit's guide responds. Once far recognition is established, the PL advances to meet the guide. The PL and the forward unit's guide pass information as necessary and then, leaving one man with the guide, the PL moves back to pick up the rest of the patrol. The PL moves the patrol forward to the contact point where the forward unit's guide then leads the patrol back through the defensive lines. As the patrol enters the passage lane, it collapses into a dispersed file. On the far side of the passage lane (enemy side) the PL and the cover man count the patrol into friendly lines. Once reentry is complete, the PL passes a SITREP to the FUC. The patrol is then debriefed.

5. **ACTIONS ON ENEMY CONTACT (IMMEDIATE ACTION DRILLS)**

[WHEN BRIEFING AI DRILLS, THE PL SHOULD DEMONSTRATE THE PLANNED ACTIONS ON HIS TERRAIN MODEL.]

a. Hasty Ambush. When the patrol observes an enemy patrol, the PL may choose to conduct a hasty ambush. The individual who first spots the enemy executes the appropriate hand-and-arm signal (a rifle brought up at eye level). All patrol members then slowly take cover and observe their assigned sector for security. Once the PL confirms, he gives the appropriate hand-and-arm signal. The patrol then moves abreast in that direction. Those on the flanks continue to provide flank security. The RTO observes and covers the patrol's rear. *The PL normally initiates the ambush.*

b. Immediate Assault. If a patrol member sees the enemy, and at the same time is observed by the enemy, he immediately engages the enemy. The firing signals to the rest of the patrol the general direction of the contact. The patrol then maneuvers in reaction to the contact as directed by the PL. The PL either directs the patrol to assault through the enemy, or if the patrol is facing a superior force, directs the patrol to break contact.

c. Counter-Ambush

(1) Near. When a patrol is caught in a near ambush (within hand grenade of the enemy's position), those caught in the kill-zone immediately return fire--if escape from the kill zone or cover within the kill zone is not available, they then immediately assault through the enemy's position to disrupt the ambush. Those not in the kill zone return suppressive fire, and if need be, maneuver to support those in the kill zone.

(2) Far Ambush and Reaction to a Sniper. When a patrol is caught in a far ambush (outside hand grenade range), those caught in the kill zone take cover and return suppressive fire. *The PL makes the decision whether to assault or break contact.* Should the PL choose to assault, those not in the kill zone will maneuver to a position from which they can assault the enemy. The reaction to a sniping is the same.

d. Break contact. When a patrol is in contact with a superior force, the best course of action for a patrol is generally to break contact. When a PL directs the patrol to break contact, he initiates the action with two long whistle blasts. He then gives break contact direction and distance. Patrols generally break contact by bounds; one unit moving while the other units cover their withdraw with suppressive fires. The patrol continues their withdrawal until it is no longer in contact with the enemy and has reached a safe rally point.

e. React to Indirect Fire. When attacked by indirect fire, it is critical that patrols immediately take cover and then, when possible, move away from the impacts. If patrol members hear the rounds coming in, they immediately take cover. Once the initial salvo is over, the PL gives a direction and distance for the patrol to move. The patrol then double-times out of the impact area in the direction prescribed by the PL.

f. React to an aerial attack. If the patrol identifies enemy air, the patrol takes cover and remains motionless in the hopes that the aircraft doesn't spot the patrol. If the patrol is observed, they maneuver so they are perpendicular to the aircraft's flight path. If the patrol is to return fire, the PL will direct the patrol's fires at a point that intersects with the aircraft's flight path.

g. Reaction to booby traps and mines. When a patrol member encounters a booby trap or mine, he gives the hand-and-arm signal for **freeze** and then the hand-and-arm signal for booby trap. All members of the patrol halt, take a knee and orient outboard. Since it is possible that there are other mines or booby traps in the area, *only the PL or APL should move.* The PL or APL will investigate the device and then the PL directs what action to be taken. Possible actions include, but are not limited to the following: moving on a back azimuth to vacate the area; probing the area for mines; or simply marking the booby trap/mine and continuing with the patrol. The patrol's location and mission influence what action should be taken.

6. ACTIONS AT DANGER AREAS

a. Linear. At the sign of a linear danger area, the pointman halts the patrol. The PL moves forward and confirms the danger area. He then signals to the patrol and designates near and far side rally points. The flanks position to provide flank security along the linear danger area. When directed by the PL, the security unit crosses the danger area and conducts a zig-zag recon of the far side. Once the far side of the danger area is secure, the SUL signals back to the PL. The PL, leaving the APL in charge on the near side, crosses the danger area with the RTO. The APL directs the rest of the patrol across in either pairs or units. The APL crosses last, along with the flanks. Once the entire patrol is across, the APL conducts a moving headcount and the patrol departs the area.

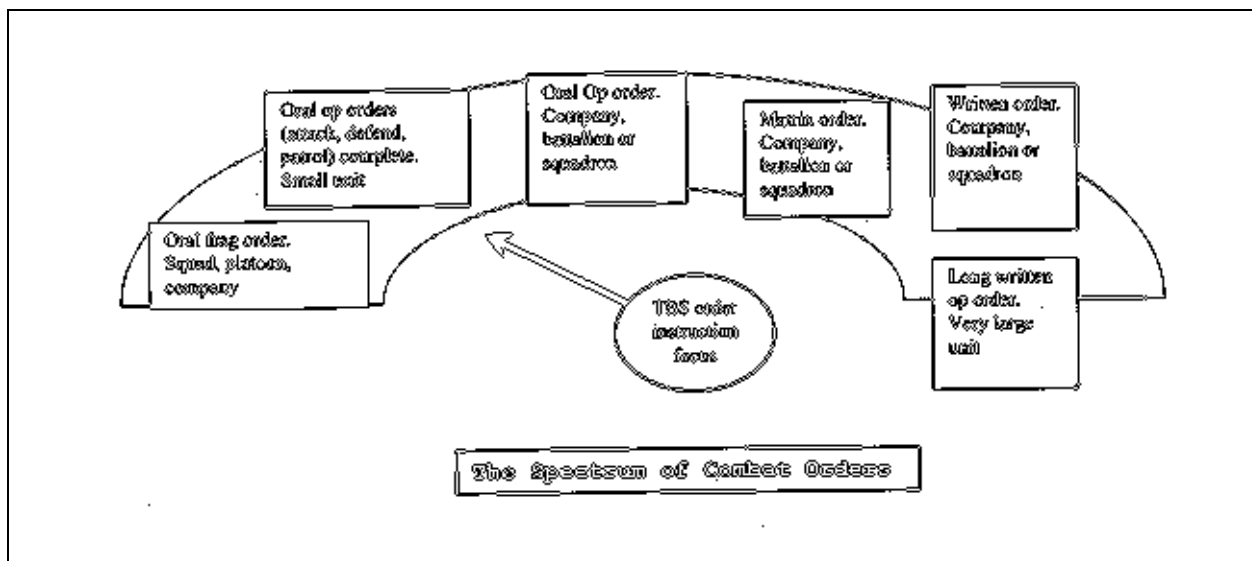
b. Cross-compartment. When a patrol encounters a cross-compartment danger area, the actions are generally the same as crossing a linear danger area with two exceptions. First, when the PL designates a cross-compartment danger area, the patrol moves abreast so they observe the cross compartment and provide cover for the patrol as it crosses. Second, when the PL crosses the danger area, he takes the flanks with him. When the flanks reach the far side, they orient outboard covering the far side flanks.

7. ACTIONS AT HALTS

a. Short. When the patrol column stops, patrol members react as if it is a short security halt. The patrol orients outboard, with each individual moving to the nearest cover and taking a knee. By doing this, the patrol ensures 360 degree security.

b. Long. The PL determines all long security halts and will inform the patrol accordingly. Patrol members position in the prone behind good cover and concealment. Those in the center of the patrol column will then move outboard to form an oval or cigar-shaped perimeter. The APL will then disseminate guidance and assign sectors of fire to unit leaders.

c. Listening. When it is apparent that an enemy force in the area or if something unidentifiable is heard, the PL may stop the patrol and conduct a listening halt. The PL initiates a listening halt by an exaggerated **touching of the ear**. Patrol members repeat the signal until the entire patrol is advised. The patrol then halts in place. Everyone remains silent and listens until the PL signals to continue movement.



Patrol Leader's Operational Graphic

